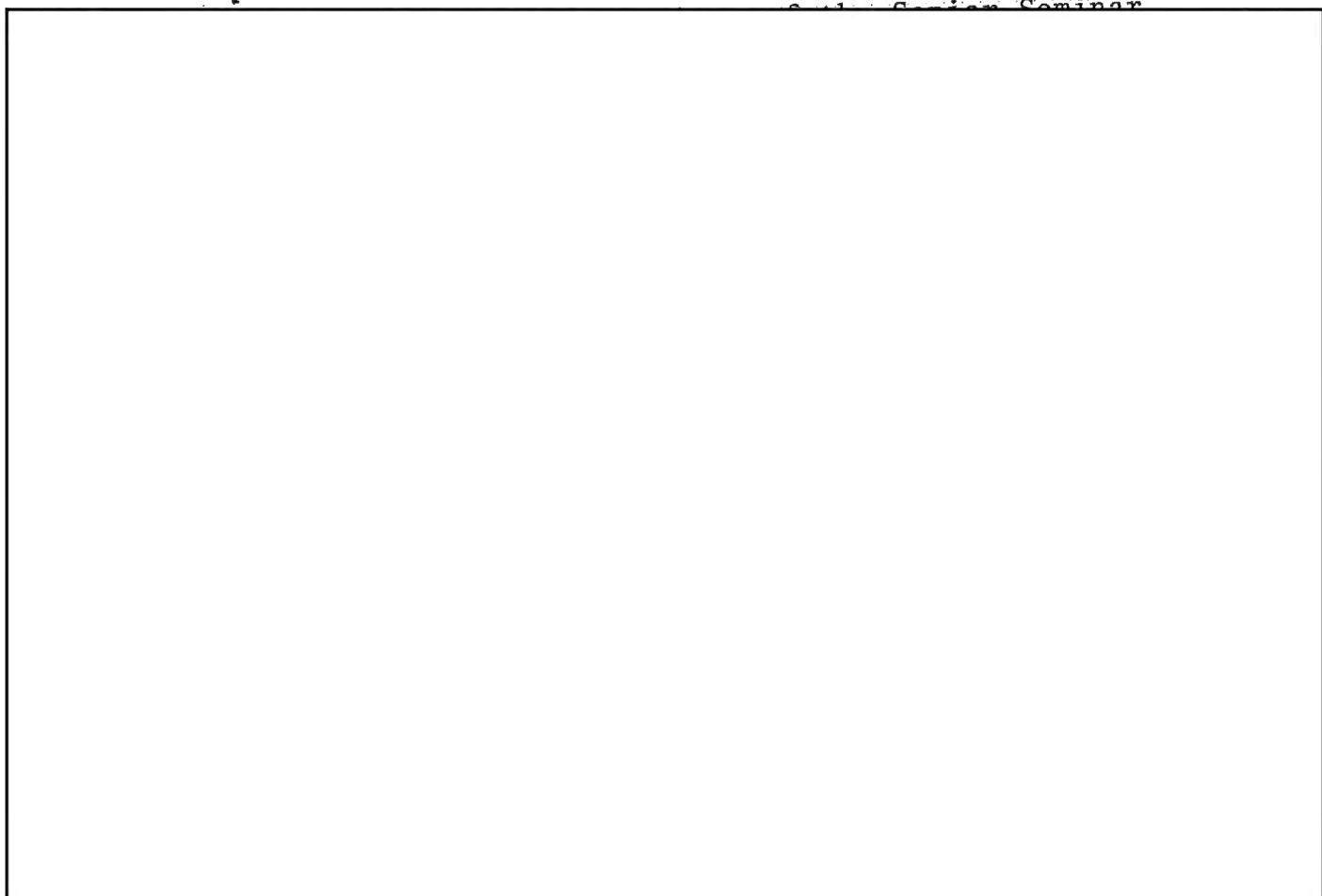


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Training 3

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11 MAR 1977

MEMORANDUM FOR: Deputy Director for Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Analyst Training

1. Based on recent spadework regarding a training program for intelligence analysts, I believe the time has arrived to move into the detailed planning stage. The discussions that the Office of Training (OTR) has held with analysts and others in the DDI over the past several months have not produced a complete consensus on training needs by any means, but they have suggested some distinct paths down which we should move in attempting to develop a quality program.

2. The discussions indicated a need and desire for some additional training in basic skills, such as writing, as well as a program of seminars and workshops using real-life examples that seek to improve analysts' understanding of and ability to apply the "analytic process" to their work, as well as to perform in interdisciplinary milieu. The seminar program should also include some exposure to unfamiliar methodologies and to modeling.

3. Based on these discussions, OTR has prepared the attached tentative program for expanded analyst training. At this point, the attached program is intended only to provide a framework for discussion of the exact scope and detail of the training effort. Change and modification of the program is anticipated as we move toward implementation.

4. Accordingly, I propose that detailed planning be started in the near future by a joint Intelligence Directorate and Office of Training team. As you will recall, the Executive Advisory Group accepted the recommendations of the special task force on critical training needs on 11 February. One recommendation was that officers with experience as intelligence analysts should be involved in the planning and conduct

SUBJECT: Analyst Training

of the analyst training course. You will recall also that at our meeting of 17 January you agreed to provide qualified DDI personnel for the training course development.

5. The Director of Training (DTR) proposes setting up a special task force in OTR which would report directly to him and through him to the two of us. He would like to appoint Dean Moor, an Intelligence Directorate careerist who is currently heading OTR's Center for the Study of Intelligence, as the task force head. The DTR will also detail to the task force one other officer with experience in the planning and running of training courses, plus a secretary/training assistant.

6. We suggest that from your side you detail three officers with solid backgrounds in intelligence analysis. In order to provide balance for the team, you might consider including one analyst who has had experience in the application of new analytical methodologies as are undertaken, for example, in OER's Development and Analysis Center. One of the detailees perhaps should have a background in scientific and technical analysis.

7. In order to ensure the necessary support for the program, I suggest you might wish to have the DTR attend a meeting in which you would brief your Office Directors about this effort and provide them with a copy of the attached proposal. The DTR could then arrange further discussions with them, or their representatives, about the content of the program and the selection of officers for the task force. For purposes of planning the work of the task force, we would suggest a detail of one year with retention of DDI personnel on your Directorate's table of organization. This approach should enable the same team to cover the planning period and participate in and monitor the early runnings of the program.

John F. Blake

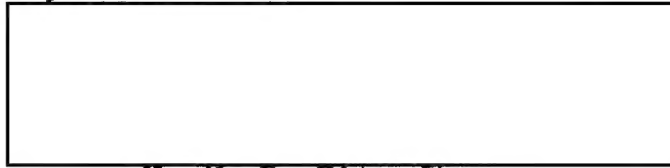
John F. Blake

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Attachment:  
Tentative Program for  
Analyst Training

**SUBJECT: Analyst Training**

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**ORIGINATOR:**



**Harfy E. Fitzwater  
Director of Training**

**7 MAR 1977**  
**Date**

## A Tentative Program For Analyst Training

This proposal is intended as a starting point for detailed planning of an expanded program of analyst training for the DDI. It covers the basic areas which could be the subject of OTR training in this field and is intended to provide a framework for discussion with DDI personnel in pinpointing the exact content of the training program. It is recognized that there are many other possible combinations of subject matter, and this will be a proper subject for discussion in the detailed planning. As it stands, the proposal draws principally on the views of analysts and managers about analyst training developed over the last several months by OTR, as well as OTR's past experience in the field. The following basic points were kept in mind in developing the plan:

- Some training is already conducted by OTR to aid in improving analysts' capabilities (an orientation-workshop course for CTs and other beginning analysts; two writing courses, one of which covers analytic intelligence writing; and several information science courses which deal with quantitative methodologies and modeling). Needed elements of these courses should be continued and other elements adapted more closely to any expanded analyst training that is undertaken.
- There are so many analytic specialties and experience levels in the DDI that no single course can comprehensively serve all needs; a variety of modules or training elements are needed.
- Most analysts and managers believe that specialized skills tied closely to particular analytic jobs are best taught by OJT methods or by DDI in-office classes as needed. This is especially true in analytic fields using quantitative methods.
- OTR's role in expanded analyst training should encompass subjects that have reasonably wide application to a variety of analytic specialties.

- The majority of analysts and managers believe that analyst training courses should be short and intensive and primarily part-time.
- Efforts to improve cross-disciplinary understanding by analysts should be a major element of any program.
- Some training elements would take longer to implement than others, but the training program should be initiated by fall 1977. All elements in the program would be subject to careful monitoring, evaluation, and modification as seemed appropriate after initial trials.

With these points in mind, OTR believes it could concentrate on the following four areas: basic skills, the analytic process, orientation, and country studies.

#### Basic Skills

There are a number of ingredients making up the basic skills needed by most analysts. One is clearly the ability to take one's thoughts about a subject and commit them to writing in a clear, reasonably interesting and well-organized style that fits in well with successful, modern intelligence production. Expanded analyst training should emphasize the improvement of writing by an approach which is tailored to the individual substantive requirements of the analyst. This would require a semi-tutorial approach and, inasmuch as there are a variety of needs and experience levels among the analysts enrolled, the requirements in the number of instructors would be high. (Perhaps one instructor for five to seven students.) Such instruction would be both full- and part-time. It would necessitate instructors with skill in teaching writing, as well as up-to-date knowledge of DDI procedures and writing needs. It would require some discussion and practice of logic and analysis in the course of the instruction.

Another group of basic skills center on such areas as memory training, speedreading, effective note taking, formal logic, etc.--skills which enhance the analyst's power, reach, and effectiveness in coping with his analytic tasks.

### The Analytic Process

Improving the analyst's ability to analyze centers on improving his capacity to understand and to cope with the particular analytic issue with which he is faced. To do this, he needs a good ability to develop and manipulate data, discern interrelationships among data, develop inferences, separate the important from the unimportant, draw hypotheses, effect a compression or synthesis, and develop an effective approach for the written product of his thought. To give this kind of training a real-world relevance and utility, especially if a variety of kinds and experience levels of analysts are involved, a workshop/seminar type of approach on real-life analytic problems is also needed.

To be manageable, this would need to be broken into two formats. One format would take small groups of analysts from single or closely related disciplines and work them through real-life analytic problems from their disciplines stressing the improvement of their understanding of analytic processes of the type described above. For instructors, this format would draw on active DDI personnel, assisted by members of the task force. The other format would put together a multidisciplinary group of analysts, again in a workshop/seminar style, but drawing in diverse analytic examples, differing methodologies, new techniques, etc. It would attempt to work through the same elements of the analytic process described above seeking to expand the analysts' professional horizons and experiences by exposure to analytic efforts unfamiliar to them. Hopefully, there would be some enhancement of the analysts' multidisciplinary understanding in such an approach. There might be a need to block out participation in these training modules by experience level.

### Orientation

Many analysts appear to be less knowledgeable than they should be about the uses to which their products are put by intelligence consumers and about the nature of the Intelligence Community, including elements of the CIA other than the DDI. A more pointed, effective understanding of these areas should provide an indirect boost to analysts' capabilities for successful work, especially less-experienced analysts. In a seminar format, issues such as the role of intelligence in policy making (how policy options are developed and where

intelligence fits in) and the role of other Agency and Community elements in the intelligence production and collection process could be explored. Such a seminar could draw on expertise and studies recently developed by OTR in this area, as well as on outside speakers from the consumer side. The aim would be to tailor each seminar series as closely as possible to the specific interests and needs of the analysts participating in that seminar.

### Country Surveys

Some analysts and managers believe that a variety of political and economic area experts in the DDI really lack needed depth and understanding of the traditions, culture, etc., of the countries on which they work. Others working on military and scientific subjects are said to lack needed basic area knowledge on countries covered by their specialties. At least two levels of educational exposure are involved here: that of the political-economic specialist who needs a rather sophisticated exposure to additional substantive ideas and views on his area of expertise, and the technical-scientific specialist who probably needs a more basic introductory survey. To cope with the first requirement, a series of seminars on the USSR, China, and other countries or regions, if desired, could be organized to deal with specific substantive topics, draw in top outside experts, and provide a forum for discussion and debate. Key to the success of such an effort would be continuity and persistence in planning and careful delineation of the topics.



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